

## **Opportunities and Threats Facing the Current and Future Year Budgets**

### **Opportunities**

- Additional annual Landfill Siting Fees of in the area of \$1 million to \$2 million could be available if there is a political desire for landfill expansion.
- Consolidation of similar services with neighboring communities.
- Revenue gain from the Northwestern Mutual project.
- Potential reduction in cost and tax levy by billing all residents for the full cost of fire protection.
- Billing residential refuse collection and removing that amount from the tax levy.
- The completion of TIF District # 2 currently scheduled for 2011.
- Decline in the level of tax levy necessary to support debt service starting in 2012.
- Growth of the Community – Increased Revenue.
- Level of City tax rate below comparable Milwaukee County communities.

### **Threats**

- Existing annual Landfill Siting Fees of \$1,000,000 (\$800,000 in the General Fund in 2003) are anticipated to decline and then end by 2008.
- If landfill activities end, certain costs now provided free as part of the landfill agreement will become the responsibility of the City possibly in the area of \$250,000 to \$500,000 annually.
- Continuing State Budget problems in 2003-05 make the elimination or significant reduction in shared revenues/expenditure restraint payments a likely scenario resulting in possible reductions in the area of \$115,000 to \$700,000.
- Potential reduction in ambulance billing reimbursement from Milwaukee County.
- Continuing large annual increases in employee health care costs.
- Aggressive development of the Park Plan would strain available financial resources.
- Growth of the Community
  - Increased demand for services from residents.
  - Increased need for staffing to provide same services.
- Level of overall tax rates above comparable Milwaukee County communities.
- Potential for Reduced Economic Activity
  - Less available revenue (permits, charges for services, etc.).
  - Potential for a decline in valuations leading to less tax levy revenue.
- Potential for carryover expenses from the closing of the expenditure phase of TIF #2.

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